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ABSTRACT

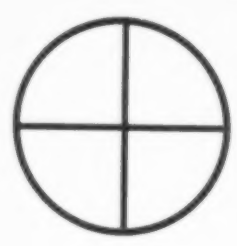
This manual is intended for job developers and people working in educational, vocational, and training organizations with responsibilities for job development and placement. It is designed to help them perform their responsibilities more effectively by making them more responsive to market needs and more efficient in executing their marketing-related functions. An introduction discusses the job developer's role as a marketer. The manual is organized according to the marketing functions of job development: market research, promotion and personal selling, applicant assessment, counseling, and interview preparation. The objectives of each function are outlined, and procedures and techniques to be followed to fulfill these objectives are discussed. The last section outlines some administrative functions of job development, including time management. Appendixes include a listing of suggested references for labor market information for Hawaii, a format for a labor market checklist of statistics vital to job development, and pointers on preparation of a survey questionnaire. (YLB)

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A Marketing Manual for Job Developers



by Manuel G. Serapio, Jr.

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- **Manuel G. Serapio, Jr.**
May 1986

TABLE OF CONTENTS

	<u>page</u>
ACKNOWLEDGMENTS	i
INTRODUCTION	1
THE JOB DEVELOPER AS A MARKETER	3
MARKET RESEARCH	7
OBJECTIVES	7
GETTING THE INFORMATION	8
Secondary Research	8
Keeping Track	9
Primary Research	9
List of Past Employees	12
Survey	12
PERSONAL SELLING AND PROMOTION	15
OBJECTIVES	15
PERSONAL SELLING	15
Prospecting	16
Pre-Approach	16
Approach: The Marketing Call	19
Sales Presentation	20
Handling Objections	22
Closing	24
Post-Sale Services	26
PROMOTION	26
Publicity	26
Word of Mouth Advertising	27
Advertising	27
Announcements	28
Sales Promotion	28

APPLICANT ASSESSMENT, COUNSELING, AND INTERVIEW PREPARATION	29
OBJECTIVES	29
KNOWING THE APPLICANT	29
Sources of Information	30
The Job Developer/Applicant Relationship	31
Applicant Grouping/Segmentation	32
JOB APPLICATION AND INTERVIEW PREPARATION	33
Employment Application	33
Job Interview Preparation	34
ADMINISTRATION	37
ADMINISTRATIVE TASKS	37
TIME MANAGEMENT	37
APPENDIX 1	41
APPENDIX 2	45
APPENDIX 3	47
APPENDIX 4	49

I N T R O D U C T I O N

This is a manual for Job Developers and for people working in educational, vocational, and training organizations with responsibilities and interests in job development and placement. This manual was prepared with the objective of assisting Job Developers and people engaged in job development perform their responsibilities more effectively by making them more responsive to market needs and more efficient in executing their marketing-related functions.

The focus of this manual is marketing. Basically, the Job Developer is a **marketer**. His/her responsibility is to ensure that the fundamental needs of his/her customers--the **applicant** and the **employer**--are served. It is the Job Developer's responsibility to assist applicants in finding employment that will meet their objectives, interests, skills and qualifications. Indirectly, it is also the Job Developer's responsibility to help employers recruit and find applicants that match their personnel and human resource requirements.

This manual is organized according to the marketing functions of job development, namely: Market Research; Promotion and Personal Selling; and Applicant Assessment/Counseling and Interview Preparation. The last section will outline some administrative functions of job development, including time management.

Aside from instilling the importance of a marketing orientation in job development, this manual is also designed to impart specific skills to the user, such as, survey preparation and implementation, approaches to handling objections and closing in sales presentation, prospecting techniques and time management.

For many, the approach taken in this manual may appear to be new. As the reader goes through the manual, however, it will become apparent that many of the procedures discussed herein are a formalization and collection of the various successful and tested techniques and procedures followed by many Job Developers. By formally incorporating these practices into one manual, the author hopes that it will help simplify the task of job development for the professional practitioner and for those people in educational, vocational and training organizations with little background in job development but who desire or have to be involved in the placement of their graduates.

**THE JOB DEVELOPER
AS A MARKETER**

Basically, the Job Developer is a marketer. He/she provides service to the **applicant** and the **employer**.

His/her responsibility to applicants is to assist them in finding employment that will meet their objectives, interests, skills, and qualifications.

His/her responsibility to employers include referring to them applicants that match the employers' resource and skill requirements.

Schematically, the role played by the Job Developer is shown in Figure 1.

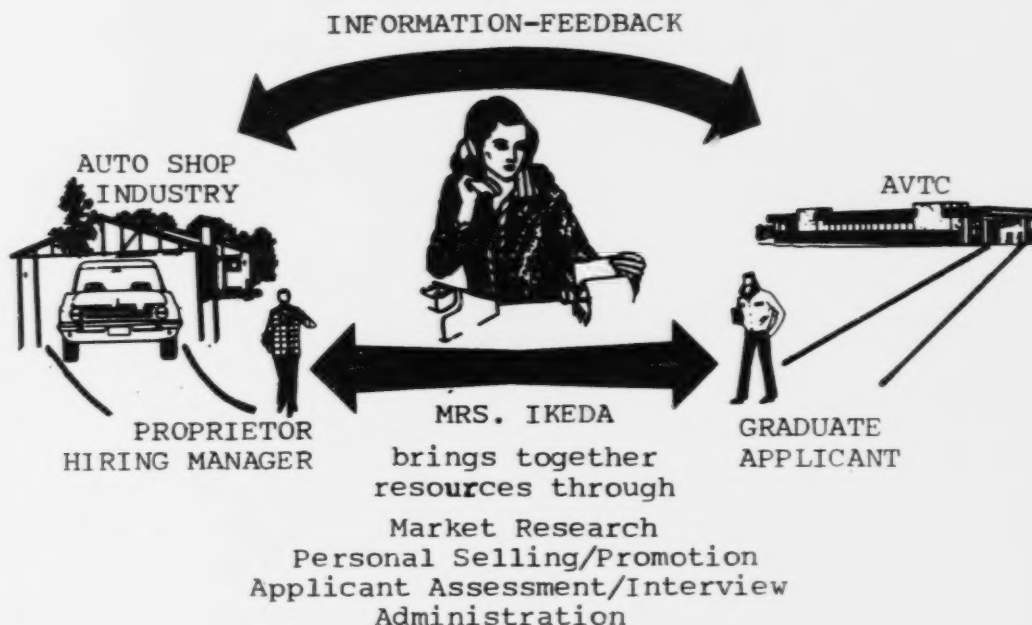


Figure 1

In the preceeding diagram, Ms. Ikeda is a professional Job Developer working for the Auto Body Repair and Painting Vocational Training Center (AVTC) located in Honolulu.

Ms. Ikeda's customers include the graduates and job applicants from AVTC and the auto body repair and painting shops throughout Honolulu and the other districts of Oahu.

As a Job Developer for AVTC, Ms. Ikeda must have a good knowledge of the auto body repair and painting industry on Oahu. In particular, she must:

- know the different auto body shops serving the community.
- be aware of existing technical and marketing developments affecting/taking place in the industry (i.e. increasing automation in auto body painting).
- be informed on employment characteristics of the industry and present and future employment needs.
- have access to many, if not all, proprietors/hiring managers of the auto body shops.

Ms. Ikeda must use the information she knows from being in close contact with the industry in the following manner:

1. Channel this information to the Director and Training Coordinators of AVTC. Information on market trends, present and future employment needs, and technical and marketing developments are vital to assist AVTC in planning, designing, and conducting training programs that are responsive to market conditions.
2. Selectively channel this information to applicants from AVTC.
3. Ask AVTC to store the data/information for future reference.

Ms. Ikeda must also know the applicants from AVTC. In particular, she must have a good working knowledge of:

- the applicants' over-all performance in the AVTC training program.
- the applicants' job objectives and preferences.
- the applicants' work attitude, job-related skills and qualifications.

The above information of the applicants' background will help Ms. Ikeda:

1. group individual applicants into segments.
2. use existing market information and determine whether there are existing job opportunities for the applicants.
3. refer applicants to employers.

In essence, Ms. Ikeda must help match applicants' objectives, qualifications, and availability with employers' goals, preferences, and needs.

It is also Ms. Ikeda's job to persuade employers to prefer qualified AVTC graduates over other applicants. Ms. Ikeda performs this function by:

1. preparing the qualified AVTC graduates for job interviews.
2. pre-selling to employers the AVTC-sponsored applicants.

Finally, it is Ms. Ikeda's job to help obtain periodic feedback from both employers and applicants once a recommended AVTC applicant is hired by an employer.

In summary, Ms. Ikeda as a Job Developer performs the following functions:

- **Market Research-**

being familiar with existing market conditions and identifying present and potential employers of applicants she is assisting

- **Personal Selling and Promotion-**

persuading company proprietors/managers to hire applicants she is assisting and to build a favorable image of AVTC and its graduates among these proprietors/managers

- **Personal Applicant Assessment/Counseling
and Interview Preparation-**

helping applicants help themselves in looking and applying for jobs

- **Administration-**

includes recordkeeping, filing of reports, time management and other essential administrative tasks

MARKET RESEARCH

OBJECTIVES

Market Research is the systematic and objective process of gathering, recording, analyzing, and interpreting data for decision making.

Job Developers undertake market research in order to:

1. periodically monitor national and local developments in the labor market.
2. periodically monitor job market conditions of selected occupational titles in specific geographical areas.
3. identify employment opportunities in selected job markets.
4. obtain feedback from hiring companies and "placed" applicants.

Basically, the job developer is interested in macroenvironment data such as national statistics reflecting developments in:

- Employment
- Unemployment
- Wages
- Employee Benefits

The Job Developer is also interested in microenvironment data which shows job market conditions in selected geographical areas such as:

- employment projections per occupation title
- annual openings per occupational title
- compensation structure and developments per occupational title
- distribution of employees (per occupational title) per industry category (i.e. government vs. private construction vs. tourism industry)

Finally, the Job Developer is interested in identifying companies in specific geographical areas with existing and/or potential employment opportunities.

Knowing the above information helps the Job Developer in:

1. providing valuable feedback to training, vocational, and placement organizations as to the present and future needs of the job market,
2. orienting job applicants with actual employment conditions in the local job market, and
3. assisting applicants in finding jobs by referring them to companies with existing employment needs.

GETTING THE INFORMATION

Secondary Research

National labor market statistics are readily available from federal government publications. Appendix 1 (page 41) briefly outlines recommended sources of labor market information. Historical as well as current statistics could be obtained from most of the sources outlined in Appendix 1.

National labor market projections are also given in some of the above government publications. On an occasional basis, the Department of Labor publishes special reports on Employment Forecasts.

Local market statistics, on the other hand, could be obtained from state government publications. Although federal publications may also provide summarized data on selected statistics on a state basis, the best and more comprehensive sources of local information are state publications. Appendix 2 (page 45) provides a listing of recommended local sources of information for the State of Hawaii.

Keeping Track

Monitoring national and local developments and trends in the labor market is adequately performed by secondary research.

While important, this process should not take too much time away from the Job Developer in performing his/her other responsibilities.

All of these sources are available in State libraries and Government/Reference Collections of University libraries. Some non-government publication sources are usually available for free subscription. A Job Developer should have his/her name included in the mailing list for these free subscriptions. Ideally, a Job Developer should get an assistant to periodically (e.g. four hours a month) collect data from the library. When this is not possible, the Job Developer must develop the discipline to visit the library at least three to four hours a month for data collection and periodically contact the State Department of Labor.

To aid in research and data recordkeeping, it is recommended that the Job Developer use a monitoring scorecard similar to the Labor Market Checklist provided in Appendix 3 (page 47).

Primary Research

Data on employment opportunities in selected job markets are not as directly available from secondary sources as labor market statistics. To obtain this information, the Job Developer usually relies on market scanning and the creative use of information provided by "the hidden job market".

It is estimated that only 15 percent of available jobs are publicly advertised. Most companies usually rely on an "informal/personal" hiring process to fill their vacancies. This is known as "the hidden job market". This is what typically happens:¹

The Hidden Job Market

1. The department head/supervisor has an expected opening. He/she tries to hire a co-worker or someone he/she prefers.
 2. The department head/supervisor asks subordinates/co-workers for recommendations.
 3. Personnel is informed and an internal search is conducted.
-
4. An agency is utilized. Networks such as Job Developers, hiring/placement agencies are utilized.
 5. The public is informed via newspaper advertising, state employment service, educational placement service, etc.

Steps 1 to 3 represent the personal/informal hiring process favored by many employers, "the hidden job market", which accounts for over 80% of all job opportunities. Unfortunately, many Job Developers and applicants work only with steps 4 and 5 due to an ignorance of steps 1 to 3 or a feeling of resignation/pessimism that it is impossible to access the "hidden job market". The following suggests ways as to how the Job Developer can obtain information from and access the "hidden job market".

¹ Denise Bisonette and Richard Pimental, Performance Based Placement Manual, Milt Wright and Associates, 2nd edition, 1984.

1. Ensure High Top Of Mind Awareness (TOM).

Job Developers must ensure that the agency he/she is representing becomes one of the first that department heads and supervisors (in steps 1 and 2) or co-workers/subordinates (in step 3) call as soon as an expected opening comes up. This could be done by periodically communicating with target employers and graduates of the represented agency who are already in the work-force. Reminder promotion plays a major role in ensuring high top of mind awareness among target employers.

2. Maximize the use of all secondary sources.

Job Developers must be attentive and quick in responding to secondary information sources that directly announce job vacancies or indirectly suggests potential openings. These sources include: Want-Ads in local popular newspapers, trade journals, magazines, window and/or office announcements, and newsletter ads.

3. Use secondary information creatively.

Secondary information on business developments can suggest early leads on job openings. For example, a recent announcement that telemarketing will increase in popularity in the State of Hawaii and that ten new companies will enter the telemarketing business in 1986 may suggest a stronger need for a telemarketing sales force. The Job Developer, in this case, should contact these ten new companies and other telemarketing retailers to identify existing/future needs for a salesforce.

4. Use employer referrals.

Whenever possible, ask for and use employer referrals. Companies may not have an immediate need for those people whom the Job Developer is helping to place, but in many cases they may be able to refer him/her to other companies (i.e. subsidiaries, affiliates or other employers in the industry).

List of Past Employees

An important source of job opening information and a strong potential market for applicants are those companies which have hired graduates or students of training or vocational education institutions represented by the Job Developer. If these records are not available in summary form, the Job Developer must ask that such a compilation be prepared. This list should include the following information: name of company, address, contact person, year(s) hired from agency, position hired, and whenever possible, names of graduates or students hired from the agency.

This list can serve the following purposes:

1. As a regular mailing list for employer surveys.
2. As the primary market for reminder promotions and personal selling efforts.
3. As a useful marketing tool to keep training managers and Job Developers periodically informed as to developments in the job market.

Survey

Survey research is often used by Job Developers in order to:

1. identify current trends and developments in the job market.
2. identify immediate employment opportunities.
3. obtain feedback from employers.
4. serve indirectly as a promotion tool.

Mail, telephone, and personal interviews are three types of surveys typically used by the Job Developer. Job Developers favor in-the-mail surveys in cases where there are a large number of respondents and a limitation on time and cost. Personal interviews are basically more appropriate in exploratory research cases where the number of respondents is limited.

Appendix 4 (page 49) offers some useful pointers for Job Developers in conducting in-the-mail surveys.

PERSONAL SELLING
AND PROMOTION

OBJECTIVES

Promotion, in general and Personal Selling, in particular, are elements of persuasive communication. It is the process of bringing to a market's attention the availability and desirability of a product or service.

Promotion and Personal Selling are essential activities of job development. The basic objectives of Personal Selling and Promotion in job development are:

- To inform prospective employers as to availability of job applicants.
- To encourage employers' short term interest in applicants whom the Job Developer is representing.
- To create interest and build trust on the part of the employers of the agency which the Job Developer is representing and the program which he/she is promoting.

Essentially, Promotion and Personal Selling are designed to facilitate placement of applicants whom the Job Developer is assisting.

PERSONAL SELLING

Personal selling involves face-to-face, person-to-person interaction or communication.

Personal selling in job development involves the following steps: Prospecting, Pre-Approach, Approach, Sales Promotion, Handling Objections, Closing, and Post-Sale Services.

Prospecting

Prospecting refers to the process of identifying potential employers. Through market research, the Job Developer is able to build a broad list of potential employers for specific applicant groups. Prospecting also involves classifying employers identified into: Strong Prospects, Average Prospects, or Weak Prospects.

How does one rate and classify prospects? The Job Developer goes through this subjective exercise, and, based on decision parameters which he/she sets, decides on the classification. For example, employers exhibiting one or more of the following attributes--immediate job openings, a 20% increase in sales/revenues last year, expansion and building of new facilities, or hiring of more than five new employees last year--could be classified as strong prospects.

Prospecting helps the Job Developer allocate his/her time more efficiently. The bulk of the Job Developer's effort is usually spent on the strong prospects.

Pre-Approach

The first task in the pre-approach stage is to determine the right person with whom to meet. In most, if not all cases (unless you're dealing with big companies), the best contact is the President, General Manager or Proprietor.

- **Dealing with the Receptionist-**

Calls to businesses are often times screened by receptionists. It is the Job Developer's challenge to get past the receptionist and persuade him/her to channel the call to the right person. Here are some useful pointers in dealing with the receptionist.

Dealing With The Receptionist: Some Useful Hints

1. Answer all questions of the receptionist with confidence. Take control. Lead the questioning.

Example: Good morning, my name is Daisy Ikeda and I am a Placement Specialist at the Auto Body Repair and Painting Vocational Training Center. Is Mr. Smith in? I am calling to set up an appointment with him.

2. If the receptionist offers to help you instead of referring your call, acknowledge his/her offer. Ask him/her a question which he/she will have difficulty answering. Chances are, you will be referred to someone who could answer your question.

Example: Thanks for your offer to help. I wanted to know what painting equipment your company will be installing in your new facility and what level of painting skill training are you expecting new painters to have before you hire them?

3. Don't forget that the receptionist is an important and powerful person in the company. Acknowledge that power. Don't deal with the receptionist as if you were giving orders. Receptionists like providing assistance and expert advice. They don't like taking orders from someone whom they do not know.
4. Sending the person you wish to contact a note before calling can help you get past the screening of a receptionist. Try to arrange a telephone appointment in the note.
5. Always check to see if the person you wish to speak to has a direct number. It is always better to call this number than the general number for the company. If no number is listed, you can perhaps call the Customer Service Department or Sales and ask to speak to your party. Chances are, you'll be transferred to your party directly.

Once the Job Developer has gotten past these preliminaries and is now in contact with his/her party, the task that follows is to set up an appointment to see that person.

It is important for the Job Developer to remember that being able to set an appointment would require to get the person he/she wanted to meet with really interested. Here are a number of pre-approach ways to initiate the marketing call.

Some Pre-Approach Suggestions

1. Referrals, especially coming from someone whom your desired contact personally knows, are almost always effective in initially getting interest.

Example: Good morning, Mr. Smith. My name is Daisy Ikeda from the Auto Body Repair and Painting Vocational Training Center (AVTC). The Industry Association President has strongly suggested that I call you. I wanted to talk to you about AVTC and its programs and see how we could assist you in your new auto body repair and painting operation.

2. Sending the employer a letter and information materials about your program and indicating in the letter an interest and a desire to personally meet with the employer usually helps.

Example: Good morning, Mr. Smith. This is Daisy Ikeda from the Auto Body Repair and Painting Vocational Training Center. I hope you've received my letter which I sent you last week. (Wait for response.) I would greatly appreciate it if I could meet with you at your convenience (or specify a date and time).

3. Employers are usually interested in ideas that will benefit their organization.

Example: Good morning, Mr. Smith. My name is Daisy Ikeda from the Auto Body Repair and Painting Vocational Training Center. I understand your company will be adding an Auto Body Painting Operation to your very successful muffler operation next Summer. Our organization provides service to most of the island's auto body painting shops. I wanted to talk to you about what we do and see how we could be of help to you.

4. New ideas and special occasions usually interest employers.

Example: Good morning, Mr. Smith. My name is Daisy Ikeda from the Auto Body Repair and Painting Vocational Training Center. I'm calling to let you know that our organization has developed a procedure that cuts painting time on most cars by 30%. We are confident that this will greatly help your organization and we wanted to show you how it works. Will tomorrow be convenient?

5. Employers are always interested in following trends in the industry and/or following practices of the industry leader.

Example: Good morning, Mr. Smith. My name is Daisy Ikeda from AVTC. I'm calling to let you know about the latest one-step procedure in auto painting developed by our organization and what most companies in the industry are now using. Our records show that you have not inquired about the procedure yet. Can I set up an appointment to acquaint you with this procedure and the services we provide?

Approach: The Marketing Call

After the Job Developer sets up the appointment to meet with the employer, he/she must spend time getting acquainted with some basic facts about: the employer (company), the industry, the nature of the company's business (i.e. different products and services), general performance, markets serviced, and personnel (i.e. number of employees). This information is usually available from public sources such as company reports and advertisements.

Knowing these things will be helpful for the Job Developer in showing the employer his/her sincere interest and will help make an effective sales presentation.

In making the approach, it is important to establish rapport. The Job Developer needs to be sincere and relaxed.

Sales Presentation

Selling is a problem-solving process. When companies hire workers, they are essentially buying solutions to their needs. They are buying services, skills, productivity, work experience, and other benefits. It is important for the Job Developer to determine what these needs are based on these present "solutions".

- **Understanding Employers Motives-**

Hiring motives are employer specific. Employers will have different needs and will prefer different ways to approach their hiring needs. Generally, hiring motives could be classified into:

1. **Economic Considerations-Productivity**

The worker hired will contribute to increasing production and to enhancing efficiency in the company. The cost of labor (i.e. wages plus benefits paid to the worker hired) will be justified by the higher productive contribution of the worker to the company.

2. **Legal Considerations**

Employers hire workers belonging to a particular group in order to meet the government quota requirement for affirmative action.

3. **Image Building**

Employers hire workers belonging to particular groups in order to enhance the image of the company in the community.

4. **Social Considerations-Worker Harmony**

Where applicable, employers hire workers belonging to a particular group (i.e. those belonging to or recommended and approved by the union) in order to maintain harmony among workers in the company.

5. Government Incentives

Employers hire workers belonging to a particular group in order to avail of special government incentives.

6. Competitive

Employers hire individuals belonging to a particular group with special skills in order to meet competitive pressures or to preempt competition. For example, Company A will hire painters trained by AVTC because Company C (the industry leader) hires most of their painters out of AVTC.

The challenge to the Job Developer is to discern what motive(s) is (are) important to employers in particular hiring situations. This process of discernment is usually achieved by listening and allowing the employer to educate oneself about the needs of his/her business.

• Persuasive Communication-Offering Solutions

Based on what the Job Developer discerns as the employer need, he/she then proceeds to "sell" or offer solutions to the employer.

The process of "offering a solution" actually involves selling the following to the employer: himself/herself, the organization which he/she is representing, the organization's services, and wherever applicable, the "individual" or "job seeker" which he/she is helping to place.

It is now the turn of the Job Developer to educate the employer. Prior to their meeting, it will be most helpful if printed information material about the Job Developer's organization has been given to the employer. Among other things, the Job Developer must give a general background on the organization he/she is representing, the nature of his/her work, the services which his/her organization provides, and must cover all important areas that will help the employer make a decision. While there is no one winning approach or formula to selling, here are some helpful selling pointers.

Making The Sale: Things To Remember

- **Present the Facts.**

Do not make exaggerated claims. Do not make false promises. Be sincere and honest.

- **Emphasize Your Competitive Edge.**

If necessary, show your competitive edge by comparative selling (i.e. comparing your product vis-a-vis competition and focusing on your advantage). For example: "An independent study performed by the Department of Labor Audit Team involving a survey of 52 employers indicated that graduates of the Auto Body Repair and Painting Vocational Training Center has the best attendance record, highest productivity and lowest turnover rates vis-a-vis the graduates of Auto Repair Training School and Auto Shop Vocational Center."

- **Be Specific.**

For example- Don't say: We have well trained applicants. Do say: Our applicants/graduates took and successfully completed 300 hours in secretarial training involving work in typing and use of word processors, filing, shorthand and effective office communication.

- **Be Confident, Energetic and Enthusiastic. Sell With Conviction.**

Know your product. Most important of all, sell the product to yourself first. You must be convinced that what you are selling is good.

Handling Objections

During the course of a sales presentation, the Job Developer may encounter objections from the employer. These objections are one way by which employers express their needs. Objections must be addressed and both employer and Job Developer must reach an agreement concerning an issue raised.

The following are some suggestions as to ways to handle objections positively.

Handling Employer's Objections

1. Provide specific examples to refute employer's claims.

Employer: Your tax credit program will only help the big companies. A company our size will not generate any benefit from your program.

Job Dev.: Many executives of small companies will agree with you. But under our present program, both big and small companies benefit. For example, you will see in this print-out which I prepared for you that your company stands to receive a credit of \$4,000 by hiring two graduates of AVTC this year. The benefit actually increases from \$4,000 to \$7,000 if you were to hire three graduates of AVTC this year.

2. Provide direct counter argument to an employer's position.

Employer: On-The-Job Training Partnership with our company could have an adverse effect on our productivity. Since the worker whom we hire from you under this program lacks the training, we expect him/her to be much slower.

Job Dev.: We realize your concern. This is precisely why we recommend that you start the worker with simple tasks and assign him/her more complex tasks as he/she gains confidence and experience. However, let me point out from our experience that workers whom we previously placed with companies under the same program have exhibited great work enthusiasm and learning ability while doing the job. In a short period of six weeks, those students were meeting the work-floor productivity standards of their employers.

3. Stress competitive edge or offer incentives to balance "negative" or competitive disadvantages.

Employer: The program could be expensive for our company. Training your students while on the job will cost a lot of money!

Job Dev.: The program, I think, realizes this difficulty. In fact, this is precisely the reason why the program will pay two-thirds of the student's pay while he/she is in training for six months. This means that your company will be paying just a third of the student's wage.

Closing

Closing the sale or the "close" is the delicate step of achieving results or reaching an agreement with the employer. The Job Developer must lead this process and must try to secure a commitment from the employer. Ideally, this commitment should be an agreement by the employer to meet with applicants on an appointed time and date. A lesser commitment is for the employer to consider the services offered by the Job Developer and to decide on a future date.

There are several ways to close a sale:

Closing Techniques

- Option Clause.

In this approach, the Job Developer assumes participation by the employer and instead of asking "whether or not", the Job Developer inquires about the "when", "where", and "how" of the employer's participation.

Example: From your detailed description, I can think of five applicants who are well qualified for the position. Will Wednesday be a convenient day for you to interview them?

- **Contingent Close.**

The Job Developer commits to perform a certain task to help the employer make a decision.

Example: I will be sending you profiles of the applicants as well as my and their instructor's evaluations tomorrow. I'll give you a call next Monday to see which applicant you are interested in interviewing.

- **Negative Close.**

The negative close is a powerful invitation to the employer to avail of the services offered by the Job Developer.

Example: The job partnership program which I have outlined stands to greatly benefit your company. I can't possibly think of any reason why you should pass up this opportunity.

- **Direct Close.**

The Job Developer presents the close in a direct, logical way.

Example: Job Developer: Mr. Smith, do I take it that should I be able to assure you that our program will shoulder one half of the salary of our applicants whom you employ, then you will be able to hire and train three applicants?

Employer: Yes.

Job Developer: You have my assurance and I'll send you the Memorandum of Agreement for you to review tomorrow.

Note: Proper timing is crucial in all of the techniques described above. Know when to close.

Post-Sale Services

An integral and important step in the selling process is the services provided by the Job Developer after the applicant is hired, such as, periodically obtaining feedback from the employer as to performance of the applicant hired for one or two years, and assisting the employer to secure tax credits or tax incentives.

Providing these post-sale services helps the Job Developer in two ways: it helps him/her help ensure the employer's satisfaction and it provides him/her with useful feedback information.

PROMOTION

Promotion includes all communication approaches used by the Job Developer other than personal selling, is designed to encourage the employer's short term interest in the job applicant assisted by the Job Developer, and supports the personal selling efforts of the Job Developer.

Promotion includes publicity, advertising, and sales promotion.

Publicity

Publicity is any unpaid form of advertising. It plays a powerful role in pre-selling an organization's services and products, particularly for government sponsored service programs. Local newspapers usually provide publicity to worthwhile government programs such as Job Training. It is encouraged that the Job Developer and the organization which he/she represents establish and maintain a good working relationship with the local press.

Word of Mouth Advertising

The best advertisement vehicle for a Job Developer are satisfied customers informing other employers about the merits of the Job Developer's organization, programs, and services. While word of mouth advertising is purely voluntary on the part of the employer, this could be encouraged by the Job Developer through suggestive selling (e.g., "Thank you for your favorable evaluation of our graduate, Mr. Lim and your strong support for our program. . .Should your colleagues and associates in your business require the services which we offer, we will be most appreciative if you could inform them about our program.").

Advertising

Advertising includes all paid forms of mass selling using broadcast, print, outdoor or direct vehicles.

The best advertising approach is relative to hiring situations. Generally, sending direct mail information materials to employers is most helpful in creating awareness of the Job Developer's organization, program, and services among industry members. Print advertising in specialized magazines or journals (e.g., a specialized hotel journal) may help in generating employers' interest.

Government supported job training and job development programs are usually given national advertising support on network television. For reasons of budget constraints, however, Job Developers and their local organizations usually limit their communication efforts to direct promotion.

Announcements

A form of direct mail advertising, an announcement is a letter sent by the Job Developer to employers on a periodic basis informing the latter of availability of new graduates. For example, AVTC can send a quarterly announcement to all Auto Body shops in its area informing them of the number of new painters, new auto body repairers and new auto mechanics graduating from its program.

Sales Promotion

Sales promotion in job development includes all the incentives which a Job Developer could extend to an employer to get his/her participation. This includes tax credits, training subsidies, and other financial incentives.

In extending incentives, the Job Developer must be completely informed on the "specifics" of the incentive. Selling tax credits in general is less effective than being able to show to an employer that hiring one applicant recommended by the Job Developer would result in a tax credit of \$2,000. Due to the technical nature of incentive programs, it is recommended that the Job Developer ask the organization he/she is representing to calculate typical financial benefits and incorporate this into a manual. Similarly, a computer program could be made which the Job Developer could use to calculate financial benefits for the employer.

A P P L I C A N T A S S E S S M E N T ,
C O U N S E L I N G , A N D
I N T E R V I E W P R E P A R A T I O N

O B J E C T I V E S

Through applicant assessment, counseling, and interview preparation, the Job Developer:

1. determines the needs, qualifications, and interests of applicants.
2. informs applicants of important developments in the job market which are vital to the applicants' job search.
3. motivates and encourages applicants in their job search.
4. prepares applicants for job interviews and educates them on the job search process.

K N O W I N G T H E A P P L I C A N T

The Job Developer must personally know and be able to establish a professional relationship with the applicant. In particular, the Job Developer must know the applicant's:

- employment goals and objectives.
- training background (including area and number of hours of training).
- educational background (formal education).
- special skills and interests.
- employment history (including salary background).
- financial status.

- barriers (health, transportation, work attitudes and habits).
- general (personal) information (e.g., address, nationality, religious affiliation, etc.) [optional-if seen as important by applicant]

Sources of Information

A. Counseling/Intake Application

Applicants provide general (personal) information on a counseling/intake application typically required by Job Developers.

However, not all information would be provided in an intake application. In some cases, information provided by applicants on an indirect basis (e.g., during applicant interviews) may be more useful.

B. Official Records, Instructor Evaluations

Official training information records and instructor evaluations provide a basis for validating information provided by applicants. More importantly, these sources can give useful and subjective information about an applicant.

C. Activities, Interests, Opinions (AIO), Lifestyle Analysis Questionnaire

The AIO analysis is a popular tool used by consumer behaviorists to understand lifestyle patterns of consumers and how these affect their buying decisions.

Job Developers employ AIO analysis to understand preferences and lifestyle patterns of job seekers. Job applicants are asked how strongly they agree (from definitely agree to definitely disagree) with statements tapping lifestyle variables. For example:

"I like doing clearly defined tasks requiring little individual decision and creativity."

"I would rather watch Monday night football on T.V. than work overtime for four hours on a Monday."

"Work supervisors must maintain only a professional relationship with subordinates in the office."

D. Career Path

Job seekers are asked to draw a career path for themselves and provide time projection for each career position. This enables the Job Developer to determine whether applicants clearly know their career options from specific occupational titles, as well as to check whether applicants have established clear career goals for themselves.

E. Peer Rating or Evaluation

In cases where applicants belong to similar programs and know each other personally, using peer rating/evaluation exercises could help Job Developers gain a better assessment of an applicant.

The Job Developer/Applicant Relationship

The Job Developer must clearly inform the applicants as to the nature and extent of assistance. It should be made clear from the very beginning that the task of the Job Developer is to help applicants help themselves in the job search process. The Job Developer should encourage and motivate applicants but at the same time, the Job Developer should not give applicants false expectations and an unrealistic assessment of job market conditions.

The goal of the Job Developer/Applicant relationship must be clearly stated. Similarly, the duties, responsibilities, and commitments of both parties must be well defined. In particular, the applicant must be assigned and be made fully aware of his/her responsibilities.

Among other things, the applicant's responsibilities include:

- active participation in job search
- work with Job Developer and keep him/her posted on the job search process
- inform Job Developer of recent developments in the local job market (e.g., hiring positions)
- update personal background information on intake as necessary.

These responsibilities must be translated into specific tasks and action commitments, such as, reading classified sections of newspapers everyday and circling every job that the applicant is interested in (active participation in job search).

Applicant Grouping/Segmentation

Based on the determined strengths and weaknesses, interests and needs of applicants, the Job Developer can, for his/her own convenience, classify applicants into groups or segments. For example, auto mechanic applicants can be grouped as follows:

"New Performers" Applicants who are trained and are able to use computer-aided equipment in basic and advanced auto mechanic situations.

Applicants who are most interested in working for big auto shops and dealer repair shops.

"Play by Ear Mechanics" Applicants with at least one year of experience in auto mechanics and who prefer to work based on their own personal judgment without the aid of computer-aided machines.

Applicants who are able to work for small and large auto shops but prefer the former.

Grouping/segmentation allows the Job Developer to conveniently provide employers desiring well-defined "segment characteristics" with more applicants to consider. In the process, the matching task for the Job Developer also becomes simpler.

The Job Developer may also want to consider tailoring letters of recommendation to specific segments, instead of going into the time consuming process of writing completely different letters of recommendation for each applicant.

J O B A P P L I C A T I O N A N D I N T E R V I E W P R E P A R A T I O N

A key task of the Job Developer is to assist and prepare the applicant in the process of making an application, namely, completing a job application and interview.

Employment Application

Companies usually require an applicant to submit a job application and/or resume before agreeing to an interview. The job application performs a screening function of making sure that applicants interviewed meet a minimum desired qualification. The completed application also helps the employer ask the "right questions" during the interview.

Whenever possible, the Job Developer should assist the applicant in completing an application. An application must be accurate and free of grammatical and technical mistakes.

For cases where an applicant is asked to complete an application right before an interview, the Job Developer must advise the applicant to create and bring a master application form that will contain important general information such as: Social Security Number, Name and Addresses of References, Telephone Numbers, Employment History, Educational Background, etc. This will help ensure that the applicant need not have to leave a blank space in the application just because he/she forgot--a very crucial mistake.

The Job Developer must be careful to always remind applicants to carefully read and follow instructions (don't miss the fine print or footnotes). It is always helpful to read the entire application first before filling it out.

Job Interview Preparation

The primary objectives of all the marketing activities performed by the Job Developer are to generate leads for the applicants and get employers interested and willing to interview applicants. During the job interview, the applicant is left to "sell" himself/herself to the employer. The ultimate responsibility of placement rests with the applicant. The job interview provides an opportunity for the employer to judge whether the applicant is "the solution" to his/her needs. Similarly, the job interview is an important challenge for the applicant to persuade the employer that he/she is "the solution". In cases where the employer has previously met and talked with the Job Developer, the job interview provides a chance for the employer to validate the Job Developer's selling claims. Conversely, it is an opportunity for the applicant to reinforce the Job Developer's marketing effort.

The Job Developer should always assume that applicants who need placement assistance also need help in preparing for the job interview. Helping applicants prepare well for an interview is perhaps one of the most valuable assistance a Job Developer could extend to applicants.

Job Developers assist applicants in the following ways:

1. **Getting all the important information about a position opening or job order.** These include: the name of the company, type of business and specific location; contact person (interviewing officer), title/department; duties, minimum requirements, including training, education, experience; base salary, benefits, and salary potential; training period; work location and schedule; legal requirements (e.g., bonded or licensed); travel and transportation. The Job Developer then communicates all this information to the applicant.
2. **Assessing the positive requirements and listing the explicit and implicit attributes that an employer has to see in an applicant before arriving at a favorable hire decision.** The Job Developer should coach the applicants as to possible ways by which he/she

can present himself/herself directly or indirectly as possessing these desired attributes. This process of brainstorming, assessment and coaching is usually best performed by conducting an exhaustive mock interview with the applicant (and the Job Developer acting as an employer). The Job Developer who has met with the employer/interviewer previous to the interview with the applicant has an advantage of having knowledge of the employer's communication style.

3. **Motivating and encouraging applicants and giving them the confidence to pursue the interview.** Many applicants look up to the Job Developer as a source of motivation. Accordingly, the Job Developer should encourage the applicant to go through and perform well in the interview.

ADMINISTRATION

ADMINISTRATIVE TASKS

On top of applicant assessment and counseling, market research, promotion and personal selling, the Job Developer has to attend to a myriad of administrative tasks. These include:

- Administrative support to employers in incentive programs
- Follow-up and periodic communication with hired applicants and their employers
- Communicating with training directors
- Report writing, recordkeeping
- Attending job development seminars and skill enhancement programs
- Supervision of staff or subordinates
- Attending in-house meetings, industry association conferences, and social functions sponsored by employers
- Preparation of marketing/sales plan, advertisements, press releases, and announcements

TIME MANAGEMENT

The Job Developer must allocate his/her time to the performance of many functions which he/she performs. This requires that the Job Developer follow efficient time management.

Like most managers, it is recommended that the Job Developer establish goals/objectives. Objectives should be at least on a monthly, weekly and daily basis. For example, a Job Developer may establish the

following goals for the month and accordingly set the following weekly objectives:

GOAL: General - 20 placements per month
By Training Areas: 5 in Auto Body
5 in Food Service
6 in Clerical
4 in Bldg. Maint.

OBJECTIVES: 5 placements - 10 referrals
(per week) (by Training Areas, by Industry)

10	Personal Sales Calls
25	Letter of Recommendations
3	Visits to Existing Employers
10	Telephone Marketing Calls
20	Job Orders
200	Announcements (mail)
10	New Prospects

Time management involves doing the right task at the right time and in the right way. Job Developers must prioritize tasks as well as find ways to perform a task in the most time and cost efficient ways. Generally, the following pointers could help in effective and efficient time management.

- Schedule Assessment/Counseling and Job Interview Preparation with applicants during non-prime employer hours such as 8:00-9:00 A.M., 4:30-5:30 P.M. This will enable you and your applicants to be available during times when employers are most likely free to meet with you and applicants.
- Prime times for employer contacts are early morning office hours (e.g., 8:30-10:00 A.M.) and after lunch hours (e.g., 1:30-4:00 P.M.).
- Maximize use of travel time and visits to business districts (i.e. downtown, financial district) by calling on as many applicants as time and employer availability will allow.
- Use an appointment calendar to remind you of all commitments made.
- Devote the end of each day and last day of the week and month to do paper work.
- Whenever possible, make use of a personal computer to help you in your work (e.g., maintenance of a data base).

A P P E N D I X 1

LABOR MARKET INFORMATION:
SUGGESTED REFERENCES (National)

Source	Content Profile/Summary*
1 Handbook of Labor Statistics U.S. Department of Labor Bureau of Labor Statistics June 1985 Bulletin 2217	Annual compilation of statistical data series on labor force characteristics in the U.S. from 1913. Includes BLS series on labor force employment, unemployment, earnings, hours, work stoppages, labor productivity and cost of living.
2 Occupational Outlook Handbook U.S. Department of Labor Bureau of Labor Statistics (1984-85 edition) April 1984 Bulletin 2205	17th biennial handbook providing information on employment conditions and prospects and outlook through 1995 for approximately 200 occupations.
3 Monthly Labor Review U.S. Department of Labor Bureau of Labor Statistics December 1985	Monthly periodical containing articles on current labor issues and special developments. Also contains current labor statistics.
4 Geographic Profile of Employment and Unemployment U.S. Department of Labor Bureau of Labor Statistics October 1984	Annual report presenting BLS estimates of labor force characteristics, employment, and unemployment, by State including D.C., and for 30 large metropolitan areas and 11 large cities; based on the Current Population Survey. Metropolitan areas comprise SMSAs and other labor market areas. Report also includes unemployment estimates for States and large metropolitan areas from a Federal-State cooperative program, based on unemployment insurance records adjusted to Current Population Survey benchmarks.

Source	Content Profile/Summary*
5 Occupational Outlook Quarterly U.S. Department of Labor Bureau of Labor Statistics	Quarterly magazine containing articles and current information on occupational trends and employment prospects. Some issues include summary data on employment and earnings in selected occupations. Also supplements and brings up to date information in the <u>Occupational Outlook Handbook</u> .
6 Employment and Earnings U.S. Department of Labor Bureau of Labor Statistics	Monthly report presenting current statistics on U.S. employment, unemployment, hours, and earnings. Data are from the Current Population Survey of households and from the Current Employment Survey covering non-agricultural establishments.
7 State and Metropolitan Area U.S. Department of Labor Bureau of Labor Statistics	Monthly press release unemployment estimates by State and for approximately 240 large SMSAs. Estimates for 10 largest cities, NYC, and Los Angeles-Long Beach area are based on data from the Current Population Survey. Estimates for the other States are based on number of unemployment insurance claimants adjusted according to Current Population Survey 6-month moving averages.
8 Occupational Projections and Training Data, 1984 Edition U.S. Department of Labor Bureau of Labor Statistics May 1984	Biennial report on estimated manpower demand and supply for 184 occupations, and on education and training programs through 1982, with projections to 1995. Estimates are prepared for use in education and training program planning and vocational guidance; they are based on data gathered during preparation of the 1984-85 <u>Occupational Outlook Handbook</u> .

Source	Content Profile/Summary*
9 Supplement to Employment and Earnings U.S. Department of Labor Bureau of Labor Statistics July 1984	Annual update of statistics on average annual and monthly non-agricultural employment, earnings, and hours in the U.S., 1974-1984. Data are adjusted to Mar. 1983 benchmarks and are shown by detailed SIC 4-digit industry for all men and women workers. Data are submitted by private sector and government establishments as part of the Current Employment Statistics Program.
10 Employment, Hours, and Earnings, States and Areas, 1939-1982 U.S. Department of Labor Bureau of Labor Statistics	Eighteenth comprehensive compilation of statistics on average annual nonfarm employment, earnings, and hours for 50 States, D.C., and Virgin Islands, and 278 major labor areas (mostly SMSAs), 1939-82.
11 Special Labor Force Reports U.S. Department of Labor Bureau of Labor Statistics	Continuing series of special reports on results of labor force surveys and analytical studies. Most reports also appear as articles in the <u>Monthly Labor Review</u> , but without the additional explanatory notes and detailed supplementary tables.
12 Employment In Perspective: U.S. Department of Labor Bureau of Labor Statistics	Quarterly report on the employment status of blacks and Hispanic Americans of Mexican, Puerto Rican, Cuban, and other origin; issued approximately 3 months after quarter of coverage. Data are from the Current Population Survey.

Source

Content Profile/Summary*

Includes summary text statistics and occasional table; and 2-3 tables showing population aged 16 and over; number and percent in labor force, employed, and unemployed; number of discouraged workers; and average duration of unemployment; all by sex for whites, blacks and Hispanics, with selected breakdowns by country of origin for Hispanics.

Data are for current quarter and same quarter a year ago with selected seasonally adjusted data for current and previous 5 quarters.

* Based on American Statistical Abstract, 1984.

A P P E N D I X 2

LABOR MARKET INFORMATION:
SUGGESTED REFERENCES (Hawaii)

- 1 **State of Hawaii Data Book, 1984.** (Published annually)
- 2 **Employment Outlook for Industries and Occupations 1982-1990: State of Hawaii and Countries,** Department of Labor and Industrial Relations, April 1985. (Special Report)
- 3 **Business Trends,** Bank of Hawaii. (every 2 months)
- 4 **Economic Indicators,** First Hawaiian Bank.
- 5 **Demand Occupations in Hawaii,** (as of March 1985). Department of Labor and Industrial Relations Research and Statistics, June 1985.
- 6 Other special reports published by the Hawaii State Occupational Information Coordinating Committee.
- 7 Department of Labor and Industrial Relations Special Reports.

A P P E N D I X 3

LABOR MARKET CHECKLIST

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
A. NATIONAL												
Noninstitutional Population												
Labor Force												
Total Employed												
Total Unemployed												
Unemployment Rate												
B. STATE												
Population												
Labor Force												
Total Employed												
Total Unemployed												
Unemployment Rate												
C. LOCAL (i.e. Honolulu)												
Population												
Labor Force												
Total Employed												
Total Unemployed												

D. BY OCCUPATION TITLE (State)

	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985
Occupation 1 (i.e. Auto Mechanics)											
Total Employment											
Average Yearly Openings											
Total Job Openings											
Openings Due to Growth											
Openings Due to Separation											
Occupation 2 (i.e. Auto Body Repairers)											
Total Employment											
Average Yearly Openings											
Total Job Openings											
Openings Due to Growth											
Openings Due to Separation											
E. BY INDUSTRY (i.e. Construction, by State)											
Current Employment											
Projected Employment											

Note: The checklist should contain the statistics vital to the Job Developer in the performance of his/her duties.

There are other formats available, such as the format used by the Hawaii State Occupational Information Coordinating Committee.

A P P E N D I X 4

POINTERS ON PREPARATION OF SURVEY QUESTIONNAIRE

A. General

1. **Be brief.** One or two pages is usually the ideal length for questionnaires.
2. **Ensure proper timing of survey implementation.** For example, conducting a survey among legislators while the assembly (congress) is in a 3-month recess will delay response or adversely affect the response rate.
3. **Allow respondents just enough time to respond.** Don't give them 2 months when you are sure that 3 weeks is just right!
4. **Be clear on survey objectives.** To ensure better cooperation, brief respondents on purpose of survey.
5. **Motivate respondents.** Let's face it, very few will go out of their way to answer surveys unless there's some benefit for them to do so. You need not bribe people to take part though, you just have to tell them what's in it for them. For example, you can say: "Your participation in this survey will help us help you better." Or if you can throw in something to compensate them for their participation (such as access to survey results), that will be helpful in increasing the response rate.

B. Question wording and construction

1. Use simple words or words with only one meaning.

Don't say: Adequate work experience.

Do say: At least 6 months employment as an office filing clerk.

2. Avoid ambiguous questions.

Don't ask: What typing equipment do you usually use in your office?

Do ask: What typewriter are you presently using in your office?

3. Avoid leading questions.

Don't ask: Do you have an IBM Personal Computer?

Do ask: What brand of personal computer do you use in your office?

4. Do not ask questions that will involve generalizations.

Don't ask: How many new employees did you hire in the last five years?

Do ask: How many applicants did you hire last month?

5. Avoid complex questions.

Don't ask: Do you like apples and oranges?

Do ask: Do you like apples? Do you like oranges?

6. Use opening questions which will win respondent's interest.

7. Arrange questions in logical order.

8. Consider ease of control (i.e. inputting answers), ease of handling (i.e. don't crowd material on one page) and physical appearance (i.e. avoid mimeographed questionnaires) in designing questionnaire layout.

9. Pre-test or validate questions.

C. Sampling

1. Clearly define, know and understand sampling objectives.
2. Consider and assess sampling alternatives, sample items and sample size.

Note: Whenever possible, get the help of an experienced researcher to help you prepare and/or check your survey.

It is the policy of the University of Hawaii to provide equity of opportunity in higher education, both in its educational mission and as an employer. The University is committed to comply with all state and federal statutes, rules and regulations which prohibit discrimination in its policies and practices and which require affirmative action, including but not limited to Title VI and Title VII of the Civil Rights Act of 1964; Section 503 and Section 504 of the Rehabilitation Act of 1973; Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, as amended; Title IX of the 1972 Education Amendments; the Equal Pay Act of 1963; Executive Order 11246, as amended; and the Age Discrimination Act of 1975.